

Executive Secretary

11 MAR 1971

71-15111

MEMORANDUM FOR: Executive Director-Comptroller

SUBJECT : Inter-Directorate Rotation

1. This memorandum reports the findings of the Committee on Inter-Directorate Rotation which was formed in accordance with discussion of the subject in the Deputies' Meeting of 28 October 1970. In paragraph 8 it offers recommendations for your approval.

2. We have examined the pattern of rotation over a three-month period, with particular attention to the movement of employees at grades GS-12 and above. In addition, we reviewed the developmental experience of current supergrades to see what opportunities for broadening experience have been available to present senior managers. Information developed includes the following with respect to rotation.

a. As of 31 January 1971, 162 employees at GS-12 and above were serving in positions across Directorate lines. This is approximately  of the Agency total of  in those grades. Grade distribution of the 162 was:

GS-12 -- 26	GS-14 -- 42	Supergrades -- 24
GS-13 -- 25	GS-15 -- 45	

It is noteworthy that 87 (53%) are in grades GS-14 and 15.

b. Distribution of the 162 by Directorate to which assigned was:

DCI Area -- 44	DDI -- 10	DDS&T -- 21
DDP -- 40	DDS -- 61	

For details, see Tabs A through E.

c. Distribution by Career Service area from which assigned was:

DCI Area -- 3	DDI -- 45	DDS&T -- 21
DDP -- 63	DDS -- 30	

For details see Tab F.

d. We analyzed the apparent reasons for the rotational assignment in 183 cases (162 plus another 21 in the same grade levels which were in effect in 1970), using categories and definitions, and with results, as follows:

<u>Category</u>	<u>Definition</u>	<u>Number</u>
(1) Developmental	Development of the assignee a major objective.	47
(2) Special Skills	Rotation to fill a specialized position for which the Directorate has no available candidate, e.g., Linguist.	33
(3) Standard Rotation	Assignments which a Service regularly fills in another Directorate, e.g., OTR Instructors, IG Officers.	91 (Incl. 39 OTR)
(4) Surplus	Assignment of a surplus officer to another Directorate, usually with the hope that the change will become permanent.	5
(5) Other	Exceptional assignments not meeting the above criteria.	<u>7</u>
		183

e. As a significant developmental activity, though not considered a rotational assignment, we noted that 19 non-R officers in grades GS-12 through 14 have attended the DD/S&T five-month Career Developmental Course: 10 from DD/I; 5 from DD/S; and 4 from DD/P.

3. With respect to developmental experience among supergrades, we noted the following:

a. Of [ ] current supergrades, [ ] have served in assignments in more than one Directorate. This does not include DD/S officers serving in DD/S positions overseas. For details see Tab G.

b. 131 supergrades  have attended senior programs of external training, as follows:

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Service War Colleges	33
Industrial College of the Armed Forces	15
National War College	34
Imperial Defense College	3
Advanced Management Program - Harvard	16
Senior Seminar	16
Other Senior-level University Programs	10
Federal Executive Institute	<u>4</u>

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4. The foregoing does not tell us how much rotation is necessary or desirable, but it reflects that a good deal of movement is taking place at the right levels. We are of the opinion that the volume of inter-Directorate movement probably is adequate, but that too much of it occurs on an ad hoc basis, for a variety of administrative and personal reasons other than developmental. There is a significant developmental dividend but it tends to be a by-product of the process rather than a result of forethought and planning. What appears to be needed to strengthen and lend perspective to the rotational process is action along the following lines:

a. To encourage employees to make known their interest in acquiring experience in other parts of the organization.

b. To monitor inter-Directorate rotation which occurs in the normal course of business, to ensure that career development interests are given the widest possible consideration in filling positions.

c. To identify and arrange the assignment of selected individuals to positions which are designated as lending themselves to cross-Directorate staffing for developmental purposes.

5. We believe the first of these objectives can best be achieved by action within the Career Services. Each Service has channels and procedures whereby its members are evaluated, actions are effected, and the views and circumstances of individuals are taken into account. A few make a systematic effort, by use of a form or similar document, to record individual assignment preferences and consider them in career management. Perhaps the best known example is the Field Reassignment

Questionnaire (Form 202), which is used by most personnel assigned overseas and by OTR personnel assigned [REDACTED] The Office of Communications uses a somewhat different and shorter form of FRQ (Form 928). A Headquarters Reassignment Questionnaire (Form 2896), developed originally for use by the Clandestine Service at Headquarters, is used to a limited extent by the CS and by the Support Career Service. A similar HRQ (Form 2906), developed by the Office of Finance, is used by OF and by the Office of Elint on an annual basis. FMSAC uses a Career Enhancement Profile (Form 3225), a new procedure started in 1970. OCI has a relatively new, internally developed form, the Employee Biennial Assignment Review, which is the most comprehensive, all-purpose form/procedure we have observed to date. The Office of Medical Services uses an internally developed letter which has the same purposes as the foregoing. (Copies of forms attached at Tab H.) Other components or Career Services use less formalized means. We would not propose that another standard form be devised, nor that an existing form be prescribed for use uniformly throughout the Agency to elicit individual interest in rotation. We believe it important, however, that each Career Service be required to determine individual assignment preferences from time to time, and to include consideration of rotation in planning the career development of its members, particularly those at GS-12 and above. 25X1A6A

6. The second objective should be the continuing responsibility of senior Directorate representatives who have full access to information about people and positions in their respective areas. We can think of no more appropriate group than the present Committee, composed as it is of Directorate Executive Officers and a senior member of the Office of Personnel. Such a group should consult as necessary to maintain current awareness of rotational assignments in effect or contemplated, and to exchange "vacancy notice" information and identify candidates. They should keep their respective Deputy Directors informed; and should make a joint evaluation at least semi-annually, with a report to the Executive Director, of the volume and purposes of rotational assignments in force at GS-12 and above.

7. The third is the key objective with respect to achieving a basic number of rotational assignments for planned developmental purposes. We believe this could be achieved by:

- a. Designating in each of the four Directorates, at grades GS-12 through GS-15, one position at each level which could be filled by a qualified officer from elsewhere and which would afford significant developmental experience.

b. Exchange of "vacancy notice" information among the Executive Officers (the present Committee) concerning these positions as they become available for staffing.

c. Identification of promising candidates by Committee members and negotiation of rotational assignments, with concurrence of Deputy Directors concerned.

d. Periodic evaluation by the Committee of the appropriateness of assignments thus effected, with reports to the Executive Director and Deputy Directors.

8. In view of the foregoing, we offer the following recommendations:

a. That you ask Heads of Career Services to make sure, through whatever means they consider appropriate, that employees have an opportunity to express assignment preferences, and that rotational possibilities are considered in planning the career development of promising professionals, particularly at GS-12 and above.

b. That you authorize the use in each of the four Directorates of positions at grade levels GS-12 through GS-15 (total of sixteen positions), to be filled through inter-Directorate rotation.

c. That the Committee on Inter-Directorate Rotation be continued for a trial period of a year, and authorized to carry out the functions outlined in paragraphs 6 and 7 above.

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Executive Officer to the  
Deputy Director for Support

Executive Officer, Directorate of  
Science and Technology

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Chief, DDI Administrative Staff

Chief, Clandestine Service  
Personnel Staff

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Deputy Director of Personnel  
for Recruitment and Placement

Atts

**SUBJECT: Inter-Directorate Rotation**

The recommendations in paragraph 8 are approved.

/s/ L. K. White

L. K. White  
Executive Director-Comptroller

22 APR 1971

Date

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